

**Monitoring and evaluation of HIV/AIDS donor funded projects in Maseru: an
analysis of six organisations**

by

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DECLARATION

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ABSTRACT

Lesotho it's one of the countries with highest prevalence, so the international funding agencies (donors) has resorted to help out in the fight of this pandemic. Donors are the main funder's of the projects/organisations within the country which are in the fight against HIV/AIDS.

Numerous international development agencies (donors) have established an intervention to fight and respond to the challenges brought by the HIV/AIDS pandemic through projects within the country. Projects set aims and objectives about HIV/AIDS and implement them with the purpose of reducing prevalence, mitigating the impact and as a way of improving lives of People living with HIV/AIDS (PLWHA). Donor funded projects/organisations seem not be sustainable as it seems there is a challenge of monitoring and evaluation.

The study was undertaken to identify current monitoring and evaluation practices. To determine challenges faced by projects in the implementation of monitoring and evaluation within donor funded projects/organisations. The data collection method used was semi-structured interview questions and the questionnaire (Likert Scale). Participants who were monitoring and evaluations officers and the managers were interviewed.

The study found out that all the six organisations practise monitoring and evaluation and there are full time officers. The organisations faced various challenges like funding, non-existence of policy, no systems in place to follow and lack of monitoring and evaluation of concept in the implementation of monitoring and evaluation. All the six organisations do report to donors frequently. All organisations had a belief that M & E is a necessity for sustainability, and aligning results with strategic objectives. In conclusion the study found out that all organisations have M & E in place. Recommendations are provided for donor funded organisations.

OPSOMMING

Lesotho is een van die lande in Afrika met die hoogste voorkoms van MIV/Vigs. As gevolg van die ernstigheid van die pandemie in Lesotho raak meer en meer internasionale donateurs betrokke by die stryd teen die pandemie. Daar is 'n onbesigheidwaarheid wat sê dat jy nie kan bestuur sonder om te meet nie en om hierdie rede is die monitering en evaluering van MIV/Vigs ingrepe baie belangrik.

Hierdie studie is onderneem om die huidige monitering- en evalueringspraktyke in Lesotho te evalueer.

Die studie het bevind dat in al ses organisasies wat by die ondersoek betrek is, daar geen voltydse monitering-en evalueringsbeamptes betrokke is nie. Dit is verder bevind dat daar 'n grootskaalse gebrek aan gevestigde praktyke en prosedures bestaan en dat monitering-en evaluering dus nie konsekwent gedoen word nie. Behoorlike evaluering van die doeltreffendheid van MIV/Vigsprogramme is nie net belangrik vir Lesotho nie, maar is ook belangrik vir die lande en organisasies wat die programme borg.

Voorstelle ter verbetering van die monitering- en evaluering van MIV/Vigsprogramme in Lesotho word aan die hand gedoen.

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CHAPTER 1

INTRODUCTION

1.0 Introduction

Chapter one covers the working title which forms the basis of the research. The background represents the everyday problem in relation to monitoring and evaluation and rationale which clarifies why I am interested in the topic of monitoring and evaluation. The discussion is based on the current situation (background) regarding the topic that is going to be researched. It also covers the research problem, which is clearly stated that it is not known whether there is current solution to the problem. The research questions states what is going to be researched. Significance of the study basically states who the beneficiaries of the research and what benefits they are going to reap from the study. The aim which clarifies the purpose of the study while the objectives only clarify what the researcher wants to achieve out of the study.

1.2 Background and Rationale

The prevalence situation makes Lesotho one of the four countries globally, worst affected by HIV/AIDS pandemic. The prevalence of HIV/AIDS within the country is around 23.3%. HIV/AIDS has become the leading cause of morbidity and mortality in the country (National AIDS Commission (2008-2013)).

Because of this high prevalence within the country the international funding agencies (donors) has resorted to help out the in fight of the pandemic. Donors are the main funder's of the projects/organisations within the country which are in the fight against HIV/AIDS.

Numerous international development agencies (donors) have established a interventions to fight and respond to the challenges brought by the HIV/AIDS pandemic through projects within the country. Projects set aims and objectives about HIV/AIDS and implement them with the purpose of reducing prevalence, mitigating the impact and as a way of improving lives of People living with HIV/AIDS (PLWHA). Donor funded projects/organisations seem not be sustainable as it seems there is a challenge of monitoring and evaluation.

However, such projects are not monitored nor evaluated to establish whether resources are used effectively and efficiently, whether they are within schedule and whether there

are problems that might hinder projects to continue or start and whether reports show a true picture of work actually done. It seems there is no accountability of funds and the donors are not able to scrutinize whether they have been utilized appropriately. Managers and project coordinators are not getting the insights about the results of their actions and this does not allow them to guide projects in the right direction. Other problems that face unmonitored projects is lack of staff commitment which leads to delays in the implementation of projects and employees who do not want to be accountable to their work. Monitoring is seen as an obligation imposed from outside the organisation, with project staff mechanically completing forms and project managers seeing the task merely as collection of data for writing up reports for donors (<http://www.ifad.org>). Often monitoring and evaluation practices that do exist produce irrelevant and poor quality information because sometimes they focus only on physical and financial aspects and ignore factors such as projects outreach, effects and impact.

Rationale

The reasons for carrying out the study were to establish the challenges projects/organisations face in the implementation of monitoring and evaluation of HIV/AIDS projects. To establish the reasons most projects/organisations are closed and not sustainable. Recommend the guidelines that the projects/organisations can follow in the process of monitoring and evaluation for sustainability.

1.3 Research problem

It is not known whether HIV/AIDS donor funded projects in Maseru have challenges in the implementation of monitoring and evaluation. It is not known whether guidelines are provided and project coordinators or managers are following them or not. If there are challenges they also face in following the guidelines provided and the obstacles they encounter during the process of monitoring and evaluation. It will also identify whether there are any current practices projects have in place.

1.4 Research question

The research question for this assignment was the hindrances and challenges project coordinators and manager's face in the implementation of monitoring and evaluation of donor funded HIV/AIDS projects/organisations in Maseru?

1.5 Significance of the Study

The beneficiaries of the research have been the projects, managers and project coordinators, community and donors. Findings of the study will be provided to projects to assist them to understand the importance of monitoring and evaluation of donor funded projects. The study will assist in the awareness of monitoring and evaluation process and its necessity within the projects. It will assist in the implementation of monitoring and evaluation within donor funded projects. The findings will also aid in the designing of interventions to help in the improvement of monitoring and evaluation where it is in practice. The findings will be provided to individual projects with the purpose of improving monitoring and evaluation already implemented, with the purpose of improving performance and the accountability in terms of resources and the direction and whether projects are within track.

1.6 AIM AND OBJECTIVES

Aim

The aim of the study was to establish the challenges faced by donor funded projects in carrying out monitoring and evaluation within projects, and provide guidelines to mitigate challenges.

Objectives

The objectives set for this study were:

- To identify current monitoring and evaluation practices.
- To determine challenges faced by projects in the implementation of monitoring and evaluation within donor funded projects.
- To provide recommendations/guidelines in order to follow in the mitigation of challenges faced by projects in monitoring and evaluation.

CHAPTER 2

LITERATURE STUDY

The chapter covers definitions of monitoring and evaluation, definition of donor funded project, the importance, tools for effective monitoring and evaluation, challenges and constraints of monitoring and evaluation and monitoring and evaluation of HIV and AIDS projects.

2.1 Definition of Monitoring

Monitoring is a management tool used to identify inconsistency between the plan and reality in order to take corrective measures. It ensures that activities are implemented as planned. Bartle (2007) defines monitoring as an observation and recording of activities taking place in a project or programmes. It is process of routinely gathering information on all aspects of the project. Monitoring also involves feedback about the progress of the project to the donors, implementers and beneficiaries of the project. “The resulting information is used for decision making for improving project performance” (Bartle 2010).

2.2 Definition of Evaluation

Evaluation is the systematic collection and analysis of data needed to make decisions (<http://www.evaluationwiki.org>). It is a way of improving project performance and pin points accountability of resources and work. It develops human resources, improves management capabilities in planning. It measures the effectiveness and reliability of programmes and influences on future programmes, and helps in decision making (<http://www.evaluationwiki.org>).

2.3 Definition HIV/AIDS donor funded Project

Donor funded project is a temporary activity with a starting date and end date, goals and objectives and conditions, clearly defined responsibilities, fixed budget, a good plan and clearly specifying all parties involved and the beneficiaries of such project and can be funded by one or many donors (<http://www.software.org>).

Bartle (2007) describes a project as a series of activities that aim at solving a particular problem within a given period of time. A project must have the resources time, human and money before achieving any objectives.

“A project should go through several stages. Monitoring should take place at the beginning and should integrate into all stages of the project” (Bartle 2007). The basic stages should include project planning which covers the situation analysis defining objectives, formulating strategies, problem identification, designing a work plan and budgeting.

Tearfund (2006) International development agencies have partnered with FBO such as churches, faith leaders and faith associations responding in the fight against HIV/AIDS. Numerous international development agencies like World Bank, Irish Aid, UNICEF, WHO, UNAIDS, DFID and PERFAR have already collaborated with FBO in the fight against the pandemic.

2.4 Importance of Monitoring and Evaluation

Monitoring and evaluation is the fundamental tool of good programme management at all levels because it provides data on project progress and the effectiveness of activities. Monitoring and evaluation improves on project management and decision making and allows accountability to stakeholders. It is an aid to plan future resource needs and activities. Monitoring and evaluation provides data which is useful for policy-making and advocacy. Monitoring and evaluation gives indicators on whether the project is progressing or not and if there are any obstacles that needs corrective measures (<http://www.theglobalfund.org>).

Bartle, (2007) emphasised that monitoring and evaluation should be done at all levels of the project.

International Finance Corporation, (2006) also sees monitoring and evaluation to be part of design of programmes because it ensures systematic reporting; the process communicates results and shows accountability. “It measures efficiency and effectiveness, ensures effective allocation of resources, promotes continuous learning and improvement and provides information for improved decision making” (IFC, 2006).

Evaluation is done with the objective of keeping track of programme activities and documenting the nature of delivery. It measures the routine of operations which also help in making corrective measure during the course of the programme. Evaluation also helps in the future planning of activities as far resources are concerned. It ensures that activities are still on track in that everything goes according to plan. Evaluation also helps in the project efficiency because there will be coordination among programme components. Finally evaluation will help in the accountability and decision making for future and current projects (<http://www.evaluationwiki.org>).

2.5 Tools for Effective Monitoring and Evaluation

If visitation is done at sites with a purpose of obtaining first hand impression of the project implementation then effectiveness of projects can be achieved through on-going monitoring and evaluation. Meetings should be held with project stakeholders to discuss progress and any constraints encountered during the implementation. Narrative and financial reporting should be given (<http://www.worlddiabetesfoundation.org>).

2.6 Challenges and Constraints

Kelly and Magongo (2004) in their assessment identified that monitoring and evaluation challenges encountered are deficiency of expertise and capacity in fields of skill writing, data collection skills, analytical as well as reporting skills.

Kelly et al. (2004) further found that most HIV/AIDS NGO's and FBO's in Swaziland have invested in monitoring and evaluation but it is not supported and have never been carried out. “It is notable that almost one third of NGO's/CBO's never produce reports on their HIV/AIDS activities (Kelly et al. (2004).

Monitoring and evaluation of HIV/AIDS programmes is critical in today's environment of heavily donor funded projects and other reporting requirements. It is an aid in shaping the direction towards the national response to this pandemic as a resource mobilisation and a guide to resource allocation. But there are challenges that implementers face like lack of standardised ongoing skill building for monitoring and evaluation officials, there is lack of uniformity in approaches, tools and methods used in developing the framework.

Egaddu, C and Imoko, J (2008) found out that there is lack of clear tracking of patient's methodologies and flow of information between the TB and HIV programmes. There are different methodologies used in both TB and HIV programmes which makes difficult to monitor such programmes. Caroline et al. suggests that there are conflicting demands for different information from internal and external agencies places an unnecessary burden on programmes.

The donors of projects once they have the reporting on monitoring and evaluation the do not give feedback to stakeholders like project coordinators, managers nor directors of projects in order for them to know whether they were on the right track. (<http://www.undp.org>).

Mark (2007) as cited in (Gilliam et al, 2003) in his dissertation found out that multiple donor requirements of monitoring and evaluation becomes a challenge to projects more especially if they are funded by different donors . This requires reporting to different donors who causes strenuous burden to projects to adhere to these requirements which eventually requires extended capacity and expertise. This results projects officers focusing only on donors and neglecting the other stakeholders of the project.

In a case study in Uganda Lira district, Ekodeu (2009) found out that implementation of monitoring and evaluation left some gaps for active stakeholder's involvement especially in community needs identification, project design, determining project interventions and budgeting.

“There is growing recognition among international development agencies that faith based organisations (FBO) can play a critical role in poverty reduction, particularly in the response to AIDS” (Tearfund, 2007).

Tearfund (2007) recognised challenges facing FBO is the weaknesses of monitoring and evaluation and reporting, which is aggravated by lack of documentation which may hinder quality and good practice and prevent international donors to intervene.

“Monitoring and evaluation of the impact of HIV work is weak and it needs to be stepped with use of tools to measure both process, quality of outcome service” (Tearfund, 2007).

2.7 Monitoring and evaluation of HIV and AIDS projects

“It is vital to undergo routine checks as to how activities are done in projects. Monitoring and evaluation if done properly and at every stage of the project will aid in the mitigation of HIV and AIDS challenges that are facing communities” (Kelly et al. 2004).

Kelly et al. (2004) if done properly monitoring and evaluation will be beneficial to stakeholders because they will reach the objectives and projects will finish at their stipulated time.

CHAPTER 3

RESEARCH DESIGN AND METHODS

Chapter three covers the research methodology used in a study and how. It specifies the paradigm and the research design that is used, the target population, the methods used to collect data and how it is going to be analysed.

3.1 Paradigm and design

To find out the challenges and hindrances of monitoring and evaluation in HIV/AIDS donor funded projects, I am going to use qualitative research.. I am going to collect data using semi-structured interviews with open ended questions because it allows the interviewee's to express their opinions freely in more detail and are able to give general views. Open ended question will help me obtain relevant information because they do not force a person to respond in a predetermined manner. Semi-structured interviews also encourage a two way communication between the interviewee and the interviewer (<http://www.fao.org>)

Cohen, D. and Crabtree, B. (2006) says semi-structured interviews are popular because they allow the interview to express views in their own way, they also provide reliable comparable information.

3.2 Target Population

My target population will be organisations/projects that mainly focus on HIV/AIDS related issues, only those based in Maseru. The people I am going interview will be the managers or project coordinators of identified projects. The study will be based on 6 projects/organisations which are based in Maseru.

3.3 Data Collection Methods

The method of data collection used are Likert Scale and Semi-structured interview questions.

3.3.1 Semi-structured interview

The interview was conducted using semi-structured interview questions with open ended question to allow the interviewee to express his/her opinion freely and be able to give out general views. The interviewee's were managers or project coordinators of projects each were asked 10 questions. The questions were based on the challenges the coordinators face in the implementation of M&E. Other questions were based on the practices that are currently in place of monitoring and evaluation awareness and importance of monitoring and evaluation. During the interview, short notes were taken then after they were summarised and elaborated..

3.3.2 Likert Scale

Participants were also given the Likert Scale questionnaires because Likert Scales are psychometric scale frequently used in psychology. Each answer was allocated a number which was used in the analysis. Likert Scales show the strength of person feelings towards questions asked. They are easy to expand, quick to collect data and are easy to analyse. Likert Scale usually takes the following format.

1. Strongly disagree
2. Disagree
3. Neither disagree or agree
4. Agree
5. strongly agree

Likert Scales adds up responses to statements representative of a particular attitude. They are often used in survey design to get around the problem of obtaining meaningful quantitative answers to restricted closed questions. (http://www.gerardkeegan.co.uk/glossary/gloss_I.htm).

3.4 Data Analysis

Data was transcribed and the notes were reread made during the interview. Data/information collected was again encoded and the main themes that appear in responses were identified. Then it was classified and categorised, after the classification it was analysed based on the topics discussed with the interviewees.

3.5 Ethical Considerations

This research project was based on voluntary participation; participants were not under duress in any way to answer any question they feel uncomfortable about. Participants were fully informed about the procedures involved in the research and their consent was sought before commencing. All information from the participants was treated in a confidential manner. The participants will remain anonymous their names and status is not be discussed in the research/study.

CHAPTER 4

RESULTS

Chapter four represents findings of the study. It highlights the response rate from the interviews in terms of how many have responded and how they have responded. It highlights responses from each objective and how the interviews felt about the monitoring and evaluation issue.

Microsoft excel was used to analyse data both for Likert Scale and semi-structured interview questions.

4.1 QUESTIONNAIRE ANALYSIS -LIKERT SCALE

The questionnaire consisted of seven questions. The questionnaires were distributed to six organisations within Maseru. The answers to the questionnaire each was allocated a code, starting from 1 to 5. The coding was done accordingly to the answers. The questions were analysed by a bar chart as below. The numbers 1 to 5 represent the answers.

1. Strongly disagree
2. Disagree
3. Neither disagree or agree
4. Agree
5. strongly agree

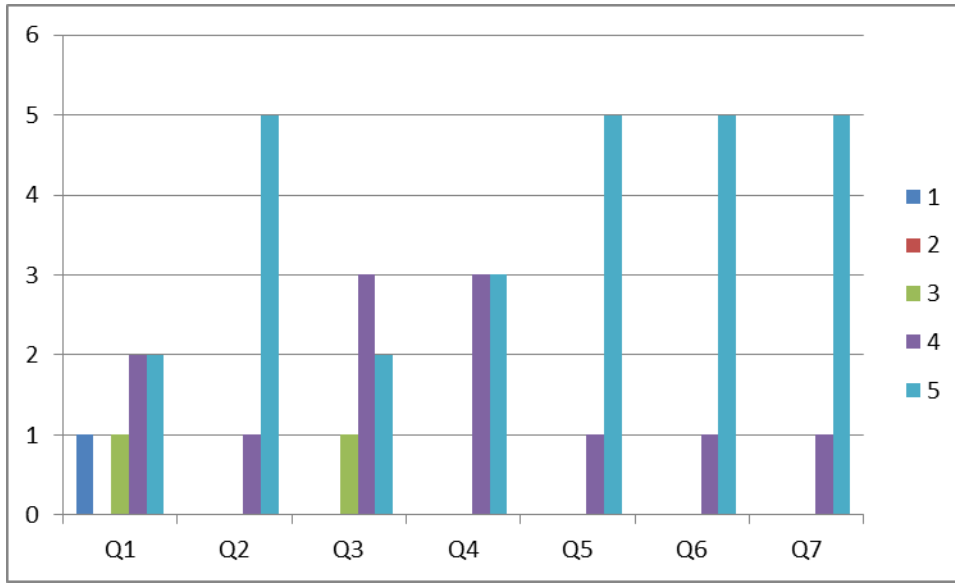


Figure 4.1 shows responses to the questionnaire.

4.3 SEMI- STRUCTURED INTERVIEW QUESTIONS ANALYSIS

The interview consisted of ten questions. Six organisations were interviewed and all the responses were positive. The data is analysed by tables below.

4.3.1 Work Duration

The duration of monitoring and evaluation officers ranges from two to eight years.

Table 4.1: duration of officers in projects/organisations

ORGANISATION	YEARS
A	5
B	3
C	2
D	8
E	4
F	6

4.3.2 Availability of Policy

From the total number of six organisations, three organisations which is 50 % do M & E have policies in place, two organisations (40%) uses manual and another two (40%) do not have M & E policies at all.

Table 4.2: Availability of M & E policy

POLICY	MANUAL/OTHER	NONE
	YES	NO
YES		
		NO
	YES	
YES		
YES		

4.3.3 Current Practices of M & E

Out of six organisations, four (67%) organisations have practices of monitoring and evaluation in place, one (17%) did not answer the questions, one (16%) said there are no current practices in place.

Table 4.3: Current practices of M & E

CURRENT PRACTICES	NOT SURE	NONE
	1 NOT ANSWERED	

IN PLACE		
IN PLACE		
		N/A
IN PLACE		
IN PLACE		

4.3.4 Responsibility

All organisations have responsible officers for M & E.

Table 4.4: Availability of responsible officers

ORGANISATION	RESPONSIBLE PPL
A	YES 3 OFFICERS
B	YES
C	YES
D	YES
E	YES
F	YES

4.3.5 Challenges Currently Encountered

Five (83%) organisations encounter challenges of monitoring and evaluation in their daily routine, one organisation (17%) does not encounter any challenge.

Table 4.5: Current Challenges

ORGANISATION	AGREE	DISAGREE
A	YES – REACHING ALL PROJECTS MONTHLY	
B	YES- FUNDING	
C	YES- NO M&E PLAN, DOCUMENTATION & NO SYSTEM IN PLACE OF M&E	
D		NO
E	YES- LACK OF UNDERSTANDING OF THE IMPORTANCE	
F	YES	

4.3.6 Frequency M & E Carried Out

Out of six organisations participated 5 (83%) do monitoring monthly, 3 (50%) monitor quarterly, 2 (33%) monitor half yearly, 2 (33%) monitor annually. Majority of the organisations carry out monitoring and evaluation four times in a year.

MONITORING

Table 4.6: Frequency of monitoring

ORGANISATION	WEEKLY/ MONTHLY	QUARTERLY	HALF YEARLY	YEAR END/ANNUALLY
A	YES MONTHLY		YES	
B	YES MONTHLY			
C	YES MONTHLY	YES		YES
D		YES	YES	
E	YES MONTHLY			
F	YES WEEKLY & MONTHLY	YES		YES

EVALUATION

Two of the organisations do the evaluation at the beginning of projects, three during, three end of project and two every two years.

Table 4.7: Frequency of Evaluation

ORGANISATION	BEGINNING	DURING	END OF PROJECT	
A	YES	YES	YES	
B		YES	YES	
C				EVERY 2 YEARS

D				3-5 YEARS
E	YES	YES	YES	
F				EVERY 2 YEARS

4.3.7 Challenges Faced In the Implementation of M & E

All the six organisations encountered various challenges in the implementation of monitoring and evaluation.

Table 4.8: Challenges faced in implementation of M & E

ORGANISATION	AGREE
A	YES
B	YES - FUNDING
C	YES – NO PLAN IN PLACE/DOCUMENTATION
D	YES- IMPEMETING OFFICERS DID NOT UNDERSTAND THEIR RESPONSIBILITIES.
E	YES- FUNDING
F	YES- PROGRAMMERS LUCK OF M & E CONCEPT.

4.3.8 Start and End of Projects

Out of six organisations participated in the study three start and end projects at the anticipated time, two do not.

Table 4.9: Start and end of projects

ORGANISATION	START AT ANTICIPATED TIME	END AT ANTICIPATED TIME.
A	YES	NO
B	NO	NO
C	SOME	SOME
D	YES	YES
E	NO	YES
F	YES	YES

4.3.9 Frequency of Reporting to Donors

All the six organisations participated do report to donors from monthly, quarterly, semi-annually and annually.

Table 4.10: Reporting to donors

ORGANISATION	MONTHLY	QUARTERLY	SEMI-ANNUALLY	ANNUALLY
A		YES		
B		YES	YES	YES
C		YES	YES	YES
D	YES	YES	YES	YES
E	RARELY	YES	YES	YES
F		YES		

4.3.10 M & E Whether a Necessity within Projects/Organisations

All the six participated organisations felt it is a necessity for projects/organisations to be monitored form time to time for sustainability.

Table 4.11: Necessity of M & E

ORGANISATION	AGREE
A	YES
B	YES
C	YES
D	YES
E	YES
F	YES

CHAPTER 5**DISCUSSIONS**

Chapter five represents discussions based on the findings of the study. It highlights the response rate from the interviews in terms of how many have responded and how they have responded. It highlights responses from each objective and how the interviews felt about the monitoring and evaluation issue.

5.1 Work duration

In all the interviewed organisations monitoring and evaluation is carried out in HIV/AIDS projects. The work duration of current monitoring and evaluation officers ranges from two years to eight years in the same organisation.

5.2 Availability of policy

The study revealed that out of the six organisations, three have a clear policy of monitoring and evaluation. One organisation uses a manual as a reference for operations in relation to the M & E, because the office is new and M & E was not done before. One does not have a policy within the organisations but uses the international one as the organisation is a branch of an international organisation. Two organisations do not have a policy at all.

5.3 Current practices

Four (B, C, E and F) organisations have practices in place. One organisation (A) did not answer the question while D does not have current practices of M & E. Those organisations which emphasized that they have current practices which include among others logical framework which clearly highlights the goals, objectives, activities to be carried out and the expected outcome. They have methods of data collection in place which are both manual and electronically. Their practices include both stakeholders and beneficiaries.

5.4 Responsibility

All organisations have responsible officers for monitoring and evaluation.

5.5 Challenges currently encountered

Organisations encounter different challenges in the process of monitoring and evaluations. Organisation A has a challenge of reaching all projects participants/beneficiaries monthly due to terrain and remoteness of project areas. Organisation B has a challenge of funding which prohibits conducting some important studies which might aid in decision making or furtherance of such projects. Organisation C has a challenge of operating in the absence of comprehensive M & E plan and clear systems. Organisation E has lack of advocacy and training of staff and beneficiaries on the importance of M & E. The employees see M & E as exposing the organisations weaknesses. There is only one organisation (D) which does not encounter any challenges of M & E.

5.6 Frequency of M&E

All organisations carry out monitoring from weekly to year end depending on the policy of each. Organisations A, B, C, E and F carry out monitoring on monthly basis, C, D and F on quarterly basis, A and D half yearly while C and F its annually.

All organisations do project evaluations. Some organisations do evaluations at the beginning, during and at the end of the project. Two organisations do their project evaluations every two years. While one organisation do the evaluation once in three to five years.

5.7 Challenges faced in the implementation of M&E

All organisations faced the challenges in the implementation of M & E within projects/organisations. Organisation A and E had a challenge of funding. Organisation D and F had a challenge of programmers who did not understand the M & E concept and their responsibilities as far as the implementation is concerned. Organisation C did not have a policy or the plan in place to follow.

5.8 Start and end of projects

Not all organisations projects start and end at the anticipated time. Some projects goes beyond the complexion time because activities are not finished on time. Some do not start at the anticipated time because donors sometimes take time to sign the contracts, so projects are not supposed to start until such contracts are in place.

5.9 Frequency of reporting to donors

All organisations do report to donors quarterly, semi-annually and annually. Only one organisation report on monthly basis.

5.10 M&E a necessity within projects/organisations

All organisations do believe that M & E is a necessity within projects/organisations for sustainability. For ability to track indicators regularly, track whether implementation has been aligned with strategy. To measure performance of projects in terms of efficiency and effectiveness of the interventions. It also helps in the improvement of programs, which includes achievements of implemented programs their goals and objectives. To see whether inputs were applied as intended and strengthen the quality of data collected and used.

CHAPTER 6

CONCLUSION

The study showed that HIV and AIDS donor funded organisations/projects in Maseru are being monitored and evaluated.

The study showed that even though some of the organisations do not have M & E policies in place but the practice has been there. The organisations faced various challenges in the implementation of M & E, such as funding, policies not being in place, clear system not in place, implementing officers of M & E not having a clear direction of their responsibilities (programmer's lacking M & E concept). The study also observed that M & E and reporting are done frequently by majority of the organisations. The study also observed some of the projects do start and end at the anticipated time and some is vice versa. The study also revealed that it is a necessity for monitoring and evaluation be carried out within organisations/projects.

CHAPTER 7

RECOMMENDATIONS

7.0 Introduction

Monitoring and evaluation it's not something you do to please the donor, it's an integral part of the project, which involves designing, learning, partners, community feedback, research and budgets. A well-functioning M&E system is a crucial part of a good programme/ project management and accountability. Timely and reliable M&E provides information. It holds up accountability and compliance aligning to objectives whether work has been carried out and in compliance with the laid policy.

7.1 Recommendations of the Study

The study found that projects/organisations are heavily reliant on donors in terms of financing the projects/programmes implemented in the fight against HIV/AIDS. Monitoring and evaluation practices of projects/organisations were found to be a necessity in comparison with the best practices which are very inconsistent in some organisations. Some of the organisations did not have a policy in place to follow and programmers lacked expertise as they did not understand the M & E concept and they had nothing as guidance. Other challenges faced by the projects/organisations included among others were the cumbersome requirements from donors. The effectiveness of M&E in some projects/organisations was hindered by various challenges encountered in the implementation and during the process. The following recommendations were made to address some of the key findings:

Increase funding

As much as there is lot of funding invested in the fight against HIV/AIDS, because of different challenges the projects /organisations encounter along the way very few goes down to the grass roots to combat HIV/AIDS. With insufficient funding, monitoring and evaluation is a waste hence the reason projects/programs do not benefit from it. With more funding organisations can empower staff to address more critical expertise in order to make easy to address monitoring and evaluation issues/process.

Capacity building

The study found a critical lack of expertise in the monitoring and evaluation of projects/programs implemented by the organisations. Donors together with the organisations should encourage and instill the importance of skilled and well trained staff of monitoring and evaluation of HIV/AIDS projects for sustainability. It is important that the implementers of these projects/programs have skills of monitoring and evaluation.

Beneficiary participation

There is a need for organisations/projects to involve all the beneficiaries in the design and implementation of HIV/AIDS programs. Beneficiaries should not only be just the recipients of the services and decisions that the projects/organisations are offering. Active and full involvement beneficiaries will enable the mitigation of challenges encountered in the monitoring and evaluations of such projects/programs. It will also be an added advantage as it will demonstrate accountability and dedication to beneficiaries and also as an assurance for sustainability of the project in case where donors can decline their funding or contracts.

Lessen the reporting requirements

Donors need to lessen the frequency of reporting requirements to avoid consumption of time on reporting than doing the real work as some reporting requirements are very cumbersome. There is a need for donors to establish friendlier and simpler reporting formats as a way of monitoring their funds without compromising their interests and at the same time not overburdening the organisations.

It is clear from the previous discussion that the adoption of the following monitoring types is essential for sustainability of projects/programmes:

7.2 Monitoring and evaluation types

Results monitoring

This type of monitoring tracks effects and impacts. This is where monitoring merges with evaluation to determine if the project/programme is on target towards its intended results (output, outcomes, and impact) and whether there may be any unintended impact either positive or negative.

Activity monitoring

Activity monitoring tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines the deliverance of activities as far as efficiency in time and resources are concerned. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact.

Compliance monitoring

This type of monitoring ensures compliance with donor regulations and expected results, funding and contract requirements and ethical standards requirements.

Situation monitoring

Situation monitoring tracks the setting in which the programme/projects operates, especially as it affects identified risks and assumptions, also any unexpected considerations that may arise. That's including the funding, institutional and policy context that affect the programme/ project.

Beneficiary monitoring

It is the kind of monitoring that tracks beneficiary perception about the programme/project, which includes beneficiary complaints or satisfaction with the programme/projects, including their participation, treatment, access to resources and their overall experience of change.

Financial monitoring

This type of monitoring monitors accounting for costs by input and activities carried out. This is often conducted with compliance and process monitoring.

Organisational monitoring

Organisational monitoring tracks down the sustainability, institutional development and capacity building in the programme/project and with its partners/beneficiaries. It is often done in conjunction with the monitoring processes of larger, implementing organisation.

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ADDENDUM A

LIKERT SCALE- QUESTIONNAIRE

1. Is there a policy in relation to monitoring and evaluation?

Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
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2. Is there a responsible officer for monitoring and evaluation?

Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
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3. Are there any challenges currently encountered in the monitoring and evaluation?

Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
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4. Is monitoring and evaluation carried out often?

Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
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5. Do projects always start and end at the anticipated time?

Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
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6. Does projects/organisation report to donors regularly? Eg monthly

Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
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7. In your opinion is monitoring and evaluation a necessity within projects/organisations?

Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
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ADDENDUM B

INTERVIEW QUESTIONS

First I will start to introduce myself and state the reason of my visit to the interviewee/participant. The interview will take approximately an hour. The interview will be semi-structured with open ended questions.

1. How long have you been working in this project/organisation?

2. Is there a policy in relation to monitoring and evaluation, if yes what does it say?
If no, why not in place?

3. Explain the current practices of monitoring and evaluation if any?

4. Is there a responsible officer for monitoring and evaluation?

5. Are there any challenges currently encountered in the monitoring and evaluation?

6. How often is monitoring and evaluation carried out?

7. What are/were the challenges faced in the implementation of monitoring and evaluation?

8. Do projects always start and end at the anticipated time?

9. How often do you report to donors?

10. In your opinion is monitoring and evaluation a necessity within projects/organisations?
